

BES

Business
Engineering
School

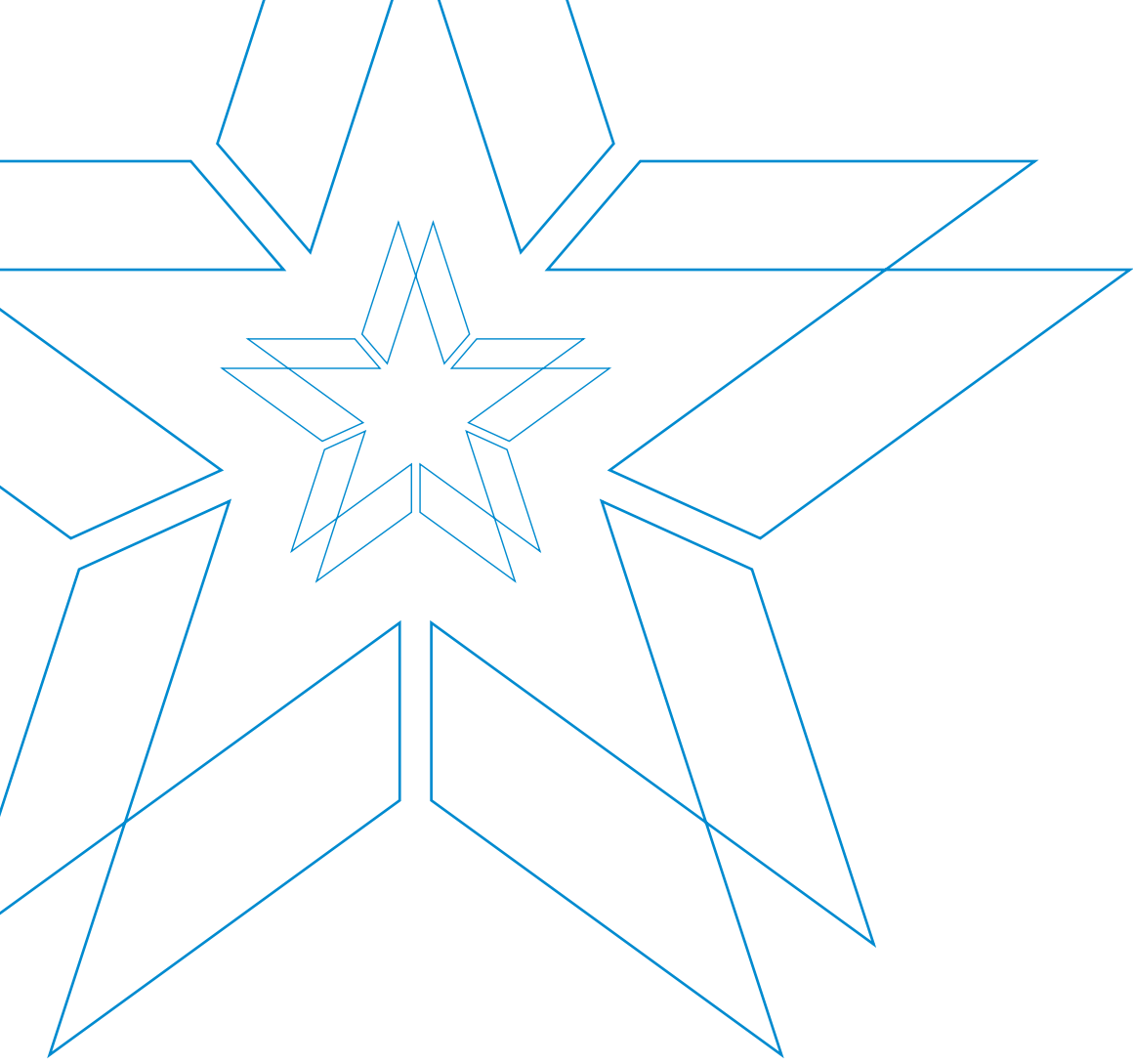


Graduate in Management of Business and Technology

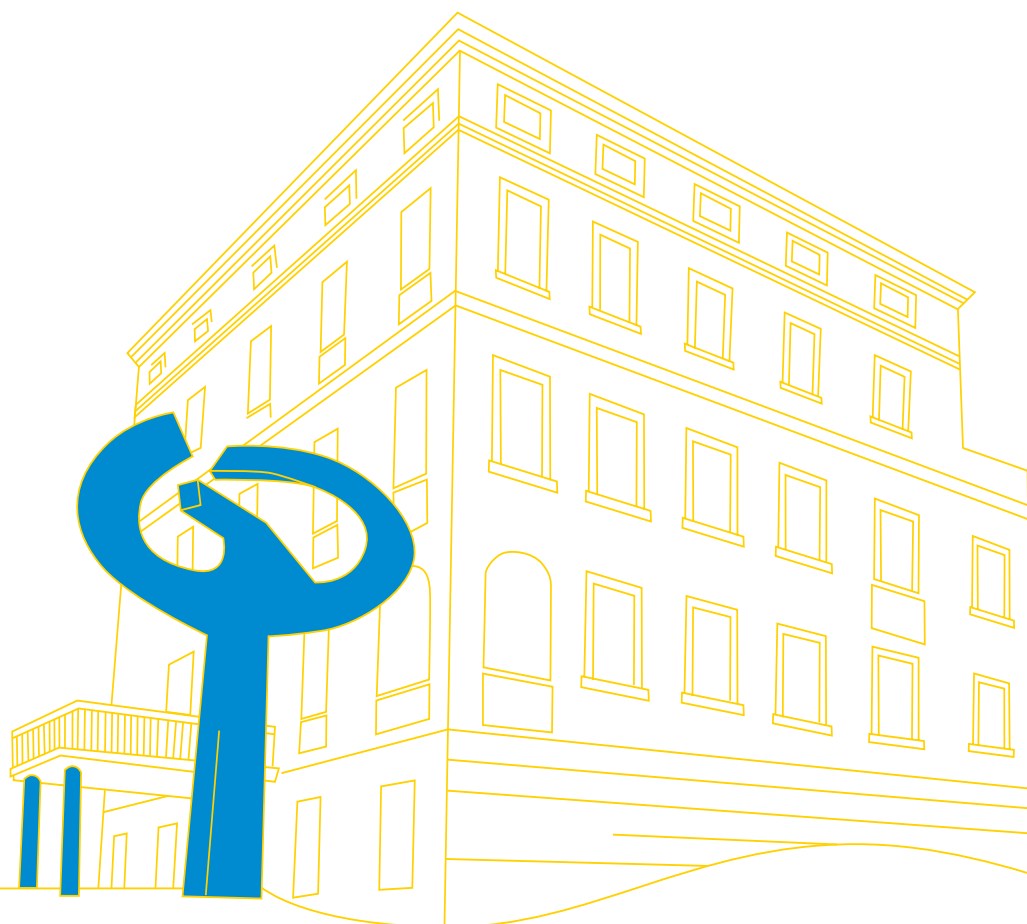
Bachelor in Business Administration

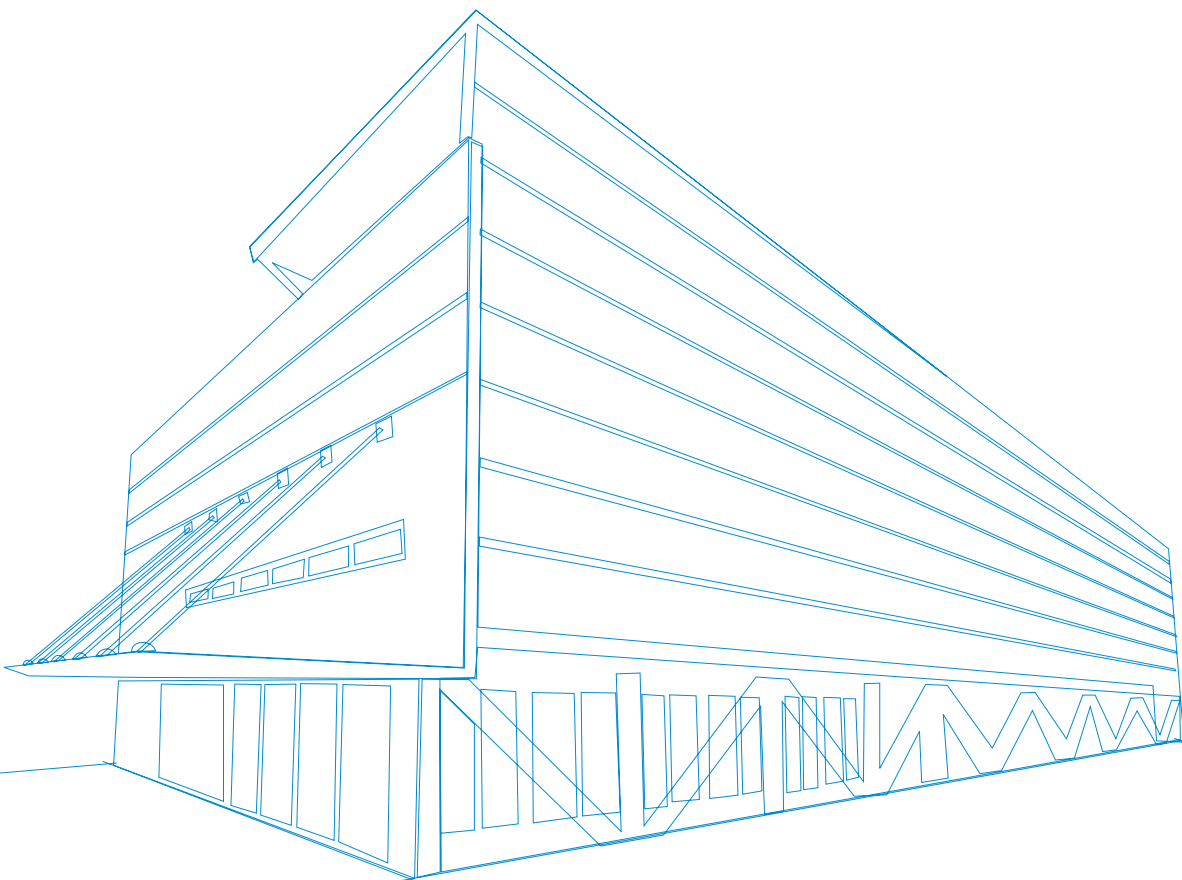
Four-Year University Degree
2009 - 2010

Summary of Programmes



Academic Calendar	3
Registration	3
LA SALLE BES. Business Bachelor Programme Overview	5
Aim of the Programme	7 - 9
Academic Regulations	11 - 19
Course Descriptions	21
Programme	22 - 23
Curricula	24 - 33
Accreditations and Membership	34





Academic Calendar

CALENDAR FIRST YEAR STUDENTS AND NEW TRANSFER STUDENTS

September 7th	Welcome week. Mandatory Attendance
September 14th	Beginning Classes
September 15th	La Salle Presentation. Mandatory Attendance

CALENDAR STUDENTS ALREADY IN THE SCHOOL

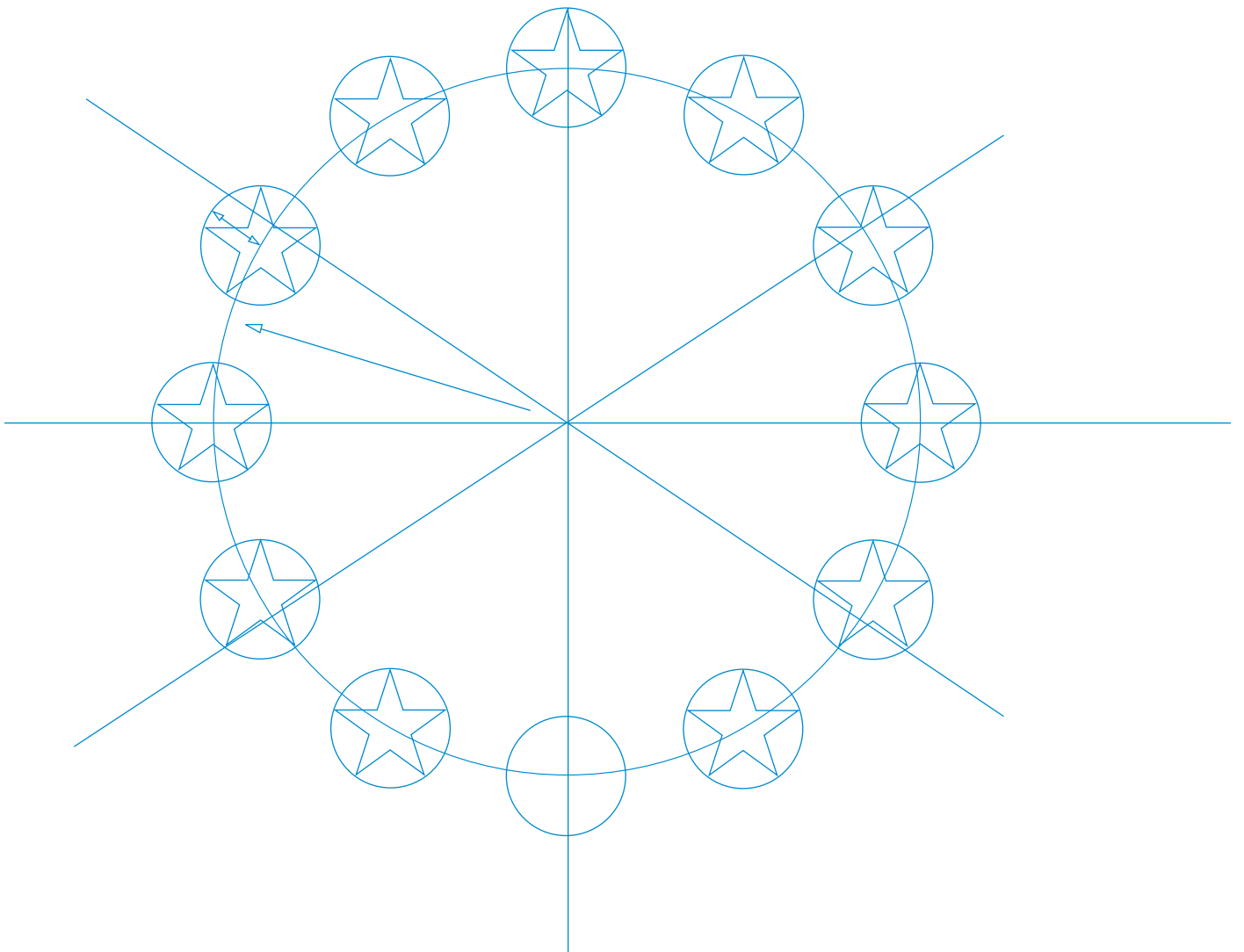
July 8th – July 25th	Deadline students Online Registration. https://grus.salle.url.edu/
September 1st – September 5th	2nd year students Modification’s Online Registration/Main Registrar’s Office
September 14th	Beginning Classes
September 15th – September 26th	Deadline Registration’s Modification/Adding-Dropping Course Form
November 14th	Thesis Registration

Registration

Students are required to register for classes no later than the dates as indicated in the Program Calendar. When registering for classes, it is mandatory that you evidence your payment receipt.

STUDENT YEAR	TYPE OF REGISTRATION	TIME PERIOD TO ENROLL
1ST YEAR STUDENTS	THEY WILL GET ALL DOCUMENTATION DURING THE WELCOME WEEK	
2ND - 4TH YEAR STUDENTS	Online Registration	From July 8th to July 25th Deadline July 25th
ADDING - DROPPING COURSES	Adding Courses Form Main Registrar’s Office - eStudy	From September 15th to September 26th Deadline September 26th

(*) Forms can be obtained from either the website or the main registrar’s office.



LA SALLE BES

Graduate in Management of Business and Technology

EMBRACING AN INTERNATIONAL AND TECHNOLOGICAL MANAGEMENT CAREER

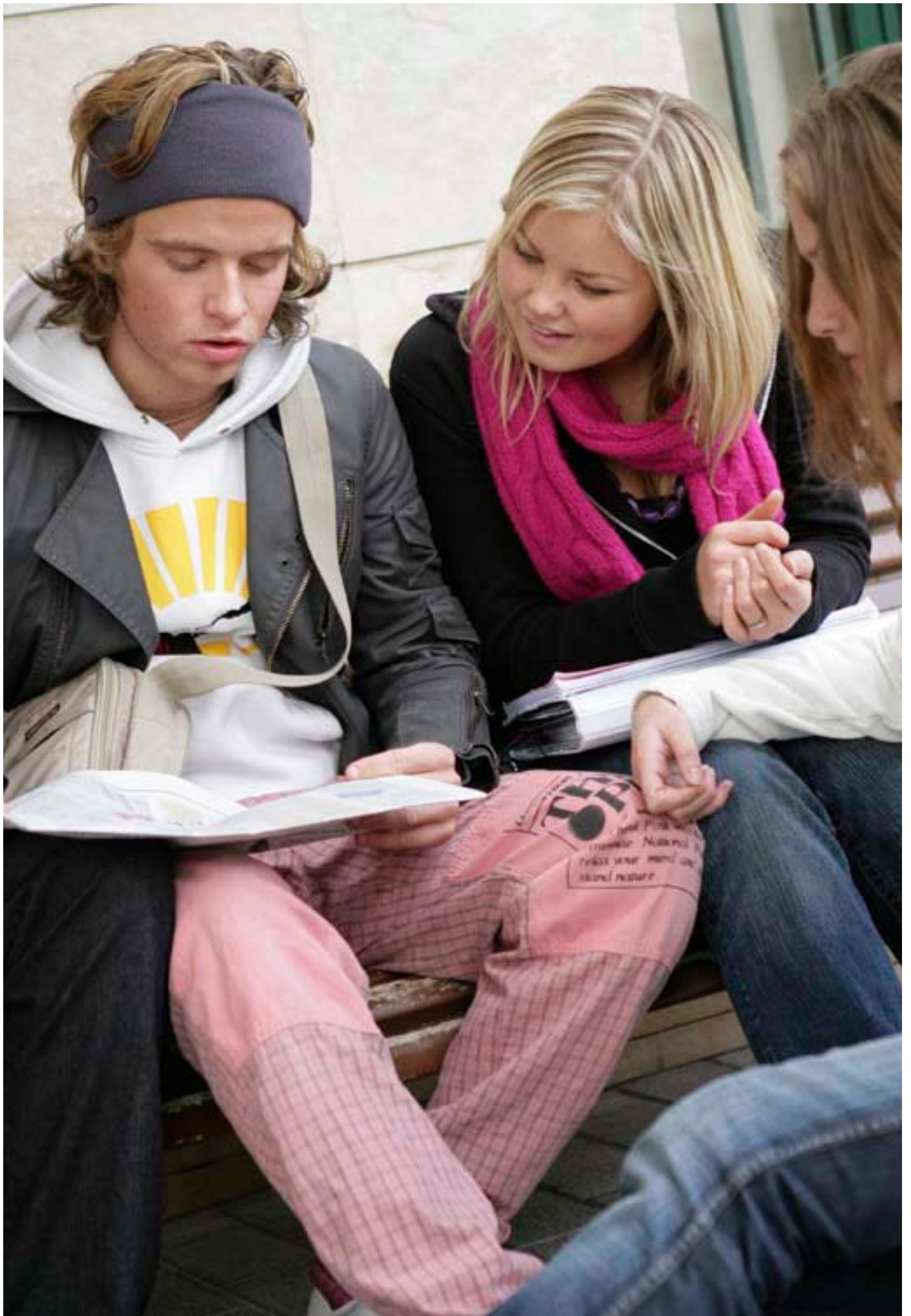
The new economy is global and trade takes place on an international scale. The major multinational groups, as well as small and medium sized businesses, target a global market. They recruit executives of all geographic origins who possess the ability to operate within different economic, social and cultural environments and in the frame of a highly technological environment. The requirements confirm that all professions in international management are open to young graduates who would like to embrace an international management career which is highly innovative, technological and entrepreneurial.

Acquiring international and technological management experience in the course of one's studies, the business administration degree entitled "Graduate in Management of Business and Technology", Business Engineering School (BES) La Salle, is a four-year program specialized in management and methods as applied to international commerce; also in marketing negotiation, man management and organizational management within multicultural environments by way of a strong technological approach. The training is structured around eight semesters. The courses and pedagogical support are ensured by permanent faculty staff of high international and technological academic standing.

The Business Engineering School (BES) La Salle offers an exceptional setting for education and life:

- **Modern Campus**, offering the latest technologies and the newest innovation and entrepreneurial character.
- **BEST LABS AVAILABLE TO PUT THEORY INTO PRACTICE:**
 - UserLab: La Salle Laboratory of Usability
 - 2005 Award for Digital Innovation from IGC (Internet Global Congress).
 - Product Usability Studies, Redesign Requirements Studies, Accessibility Studies...
 - MediaLab:
 - Lab aims to integrate new technologies to achieve new paradigmes of interaction.
 - Innovative bringing an added value to the projects carried out.
 - Transferring the results of applied research or of personalized development for business.
 - Unique facility in Europe.
- **Services dedicated to students** (personalized support; industry relations; international partnerships; sports facilities, hiking club...).
- **Intense associative life**, students will love to adjust to new cultural environments...
- **Located in Barcelona**, an active and dynamic metropolis open to the world.
- **Setting combining business, technology, innovation and leisure.**

The program, for which the diploma is an Official Bologna Degree, is an official program that proposes an original pedagogical approach, relying on quality academic teaching and personalized tutoring for students professional projects. It is on a par with international standards for higher education programs in management, and is therefore recognized by Universities and industry worldwide.



Aim of the programme

The Bachelor in Business Administration, Graduate in Management of Business and Technology, will provide students with the necessary knowledge and technical skills to understand the modern World of business, preparing them for a future of professional success. The aim is to offer students a setting for analysis, in order to be able to conceive the World and solve problems independently of the industry, career or country they come from or where they are.

Students at the end of their degree will have good knowledge and understanding of the area of study, from a secondary education level or higher, including advanced aspects of the area.

They will be capable of implementing their knowledge and understanding in a professional way, elaborating arguments, defending positions and solving problems within their area of study.

They will also be able to collect and interpret relevant information in order to express views in significant social, scientific and ethical themes.

- They will be able to communicate information, ideas, problems and solutions to expert and non expert audiences
- They will have developed the necessary learning skills to continue studying autonomously

Students will learn to analyze diverse situations; considering the needs, worries and goals of all the parts involved; to think about creativity, efficiency and effective solutions; and to design the best ways for implementing strategies. Independently from the activity carried out, from the planning of a new product to buying a house, students will have a completely innovative and efficient view.

AS DISTINGUISHING TRAITS:

Professors work to provide innovative and intellectual creations in the most up-to-date settings. They work as bridges in research and practice, being involved in business, NGO, and government agencies all over the world.

The creation of challenges by professors, in an intellectual and collaborative environment, through questions and a constant interaction with the students, enrich students view of all the areas. Courses also include debates and discussions.

Students get familiar with the use of simulators in the learning of concepts, discussions, case studies and team projects. The classroom methodology is adjusted to the needs of the group of students and the subject.

The greatest challenges of today's society, questions and problems cannot be addressed in one discipline or profession, and for this reason the design of the program combines business with arts and science.

Class sharing by students from different degrees provides a global and comprehensive understanding of the social, cultural and economic reality of the world we are living in.

The program offers students the opportunity to obtain double degrees and to follow different itineraries. The different possible itineraries are International Relations and Sports.

These programmes are enriching for students as they combine languages, management, technology and sports subjects. Through all these disciplines, students develop a global perspective of the business world and get prepared to occupy management positions within a global economy and changing world.

The programme includes technology subjects, resulting in an innovative view of management that helps students to define and solve problems in a technologically complex World. The programme is designed taking into account the importance of innovation processes in technologically based industries. The fusion between technology and management prepares students for careers in growing areas such as pharmaceutical and biotechnology companies.

It is important to mention that the main traits and the differential focus of the Business Engineering School in Administration Studies are absolutely justified by the following points:

- Today's labour market demands speaking various languages. Students are international, following subjects in English, and two subjects in Spanish, so they will speak Spanish, English and their native language.

- The concept of collaborative research with the companies from the park, the support to innovation within companies to help in the modernisation of productive and technological management processes, the involvement of La Salle in the development of technological business strategies for companies, the support to entrepreneurs in the creation of global businesses... has enabled a mutual benefit between the university and the business world, which is visible in the program and explains the demand for international graduates in business studies.
- The La Salle BES Business Administration assists students in adding an international and global dimension to their training in business studies. Through the international contacts network of colleagues and professors, students have an open door to the world.
- Students are challenged to develop innovative and creative solutions to contemporary problems posed, in the area of management skills development and services to community through curricular and extracurricular activities.
- From an international point of view, the profile of the BES, Bachelor in Business Administration is recognised autonomously by organisations of prestige such as ACM and Career Space (Project created with the support of the European Commission, a consortium of nine leading companies in Information and Communication Technologies (BT, Cisco Systems, IBM Europe, Intel, Microsoft Europe, Nokia, Philips Semiconductors, Siemens AG, Thales).
- Companies highly value these multidisciplinary profiles. It is clear that any important project includes knowledge of very different areas. In these cases it becomes essential to have a profile with knowledge of technologies, who can integrate and communicate them coherently. A "birds view" and a negotiator are necessary in order to reach a correct design and final functioning, that is effective above all.
- In the field of the professional world, studies like the one carried out by the Career Space consortium, mentioned at the beginning of the document (see: <http://www.career-space.com>) make the degree in business studies even more necessary.
- Diversity is visible within the whole degree. At the moment, only 9.92% of our bachelor students are Spanish. The Bachelor in Business Administration is a Bologna Degree entitled "Graduate in Management of Business and Technology".
- It is aimed at students who return to their countries to work or who work at an international level.
- Students are attracted at an international level, through educational fairs and international professional associations, also promoting other degrees offered at Ramon Llull University.

· **Faculty:**

- 89% of our teachers are foreign
- 63% have a PhD or Masters
- 74% have a PhD or Masters or are studying for it

· **International activities for students, like for example:**

- International projects at the United Nations
- E-learning project in Abu Dhabi (Arab Emirates)
- Business Projects in Amsterdam

The characteristics and distinguishing focus of the undergraduate course are the following:

a) **Globalisation of business and the impact of management in multinational contexts:** cultural differences, open flow of capitals, wide communication and interests networks, and an increasingly technological setting, etc., make it necessary to design an academic programme with contents in these areas.

b) **The technological character of the economic and business system makes it necessary to take into account the impact of technologies in the business world.** It is necessary to include them within the syllabus: as sociological knowledge, as an element of support to management, as a tool for the coordination of processes, as an element to assess the impact of investments and their return... The incorporation of technologies means a better use of business resources, better knowledge of tools and a better understanding of decision mechanisms. These characteristics mark the difference between a traditional degree and a degree with a high content of internationalisation, which responds to the needs of companies, local or multinational.

c) **An international training cannot be conceived without the inclusion of the areas of sustainability and use of materials along a value chain, given the implication of the different providers in different points of the planet.** The knowledge of international regulations on these matters, as well as the impact of the European Union as a world leader in the legal and regulations

area, imply important skills and knowledge for the training of future generations of executives. This perspective is clear in the Graduate course presented.

d) **The particular conditions of Marketing at a global scale and the selling circuits of any area of products or services, make it necessary to include Marketing subjects at a global level.** The world scale condition justifies the special attention given to technological aspects, such as the use of TIC, information systems, funds transfer and communication, use of internet and telephone as tools for contacting clients...

The undergraduate course presented includes specific and unique traits which distinguish it from other training offers, in response to the needs of society and the business world:

1 · INNOVATION

Innovation is one of the main axis of the culture and activity of La Salle. The Undergraduate course prepares expert managers to discover, analyse, advance and confront permanent changes and the new professional challenges with the guarantee of the best knowledge, capacity for decision, training and business management tools.

2 · ENTREPRENEUR SPIRIT

The La Salle Technology Transfer Area includes companies and professionals, incorporating new concepts and processes, as well as advanced technologies, in their business projects. In this way, companies benefit from the knowledge, experience, research, highly specialised teams and permanent training. The contact with companies is visible in the design of the Undergraduate course, students can participate in projects which will allow them to get in contact with real projects.

La Salle accompanies students and entrepreneurs in the initial stages of the creation of new companies, offering all the necessary help to start their business projects through the Business Creation Area. More than 70 companies have been created since the start of this area, many of them from End of Degree projects carried out with the support of tutor teachers. The "UniBA (University Business Angels)" network puts the experience and relational capital at the disposal of entrepreneurs, providing the International Graduate in Business Administration, entitled "Graduate in Management of Business and Technology" with a unique character.

3 · NEW TECHNOLOGIES AS A MOTOR OF CHANGE

A great number of degrees, with the greatest prestige at a world level, have been created within engineering schools and in contact with technological companies, technology and computer systems management. This technological component, important in the past, is once again key and crucial, as different international reports point out. No company has any future without an efficient and intensive use of expert systems of knowledge, analysis, information and management, as a support to decision making.

The Bachelor in Business Administration makes use of advanced situations analysis, discussions and the solution of real and close cases, training students in technology and information systems management.

4 · INTERNATIONAL CHARACTER AND GLOBAL VIEW

La Salle is founding member of IALU, formed by world renowned universities, and a valuable network of global contacts. This collaboration promotes the live and virtual exchange of teachers and students among universities from the network. The international character of La Salle and the awareness of training entrepreneurs and professionals, who develop their activity in a multicultural and international setting, are clearly visible within the whole programme. The stages students carry out in New York, Abu Dhabi, Mexico and California, among others are a practical and live expression of the international character of the programme. In all these stages specific intensive programmes and visits to companies are carried out, under the supervision of a faculty of students from both universities.

5 · ETHICS: RESPONSABILITY AND SOCIAL COMMITMENT

Ethical values and a social awareness are at the core of the La Salle education from the very start. The dialog and problems generated and made evident with the globalisation process and incorporation of new technologies has pointed out the importance and urgency of incorporating values to the business strategy and the awareness of managers. As a consequence, the degree is impregnated by an ethical, social and human sense, considering the optimal use of limited resources and the respect for the environment, RSC, philosophy of technology.... These values are not regarded as sidelines of the business strategy, but as the only way for real and sustainable progress, commitment to people and to the future generations.

These distinguishing traits are visible in all the subjects of the Undergraduate course, adjusting the programme to the needs of our global and dynamic society.



Academic Regulations

· CREDITS AND REQUIREMENTS

For new students, it is mandatory to attend to half-week orientation program.

Regarding credits:

One semester is 30 credits. First year students must register all first year courses.

Students must register for a minimum of 12 semester credits, while registering for no more than 50 semester credits.

Students cannot have courses from three different years.

Euros/Credit: €167 (the price of credit is subject to modifications depending on the IPC)

1st year repeating a course: €167*1.25= 212.5 credit /course.

Ex.: If a marketing course is 6 credits, price/course = 6*212.5=1.275€

2nd year repeating a course: €167*1.40 = €244.375

Ex.: If a marketing course is 6 credits, price/course = 6*244.375=€1.466

For 3rd year repeating a course and more it will be charged an additional 15%.

· CHANGING COURSES (DROP/ADD)

To change your registration, download a PETITION TO CHANGE CURRENT REGISTRATION FORM at the Website or eStudy or pick it up from the Registrar's office.

A student may withdraw (drop) from a course (except Spanish) without academic penalty during the first two (2) weeks. The final date for dropping courses is September 26th. A student may add course(s) during the first two (2) weeks of the semester. The final date for adding courses is September 26th.

Dropping a course on/before the deadline will leave no record of enrollment on your transcript. However, if a student fails to meet the deadline and/or fails to comply with the official procedure, his/her grade will be "F" in the course.

Not attending a class does not constitute an official withdrawal from the course.

· AUDIT

Students may register for a course on an audit basis by obtaining permission from the course instructor and the program director. Students may not audit Spanish language courses. Registration on an audit basis will not lead to academic credit, nor will it appear on the student's transcript.

Change of registration from audit to credit is permitted only during the period of adding courses.

Change of registration from credit to audit is permitted only during the period of dropping courses.

No changes will be permitted after the periods specified above.

· INCOMPLETE

An Incomplete grade will be assigned only when illness or other extenuating reasons beyond the control of the student prevent the completion of all course requirements by the end of the semester.

Students who apply for an Incomplete are required to complete an online "Contract for the Completion of the Incomplete" form and submit it to Registrar's Office. Please note that any contract without the signature of the course instructor and the program director will not be accepted. The completed contract must be submitted to the Registrar's Office no later than one week prior to the final examination week.

An Incomplete may not be assigned for any Spanish language course. In all other courses, the assignment of an Incomplete must be approved by the course instructor and the program director.

All Incompletes must be removed within six weeks from the end of the semester for which the Incomplete was assigned. Notification of removal will be made by the instructor on the "Removal of Incomplete Grade" form.

A grade of "I" which is not removed during the required period and by the procedure prescribed above will automatically become an "F" on the student's transcript.

· ACADEMIC WARNING

An Academic Warning shall be issued during the semester to students who, in the determination of the instructor, are not making adequate progress in the course and are in danger of receiving a grade of "D" or "F" unless significant improvement is shown before the end of the semester. Student performance will be assessed on the basis of quizzes, reports, exams, class attendance, etc. Students receiving Academic Warning are strongly encouraged to consult with the instructor and the director of the program concerning steps to be taken to meet course standards.

First year students have to complete at least 50 credits per year to remain in the school. In case of not passing the will be required to leave the program.

· REPETITION OF COURSES

If a student wishes to enroll in the next year or in the second semester, a "D" or less in a course will require him/her to repeat the course.

· EXAMINATIONS

Examinations will be given during regular class periods as specified in the course syllabus for each semester. There will be a separate schedule for final examinations. The specific schedule will be announced early in the semester.

Examinations will not be given outside the regular exam schedule, and thus will not be changed according to individual student's convenience.

· ATTENDANCE TO CLASSES

Students are expected to attend all class meetings, in which they are enrolled. Specific attendance requirements will be individually established by instructors. Excessive absences may result in low grades and subsequent denial of approval to re-enroll.

· GRADING SYSTEM AND GPA

Grading System

The following grading system applies to all student assessments:

Grade criteria

0 Student does not hand in coursework. Student does not take an examination and has no justification.

1.0 - 4.9 Fail. Unacceptable level of work; falls below the required minimum standard. Understanding is only superficial; low levels of analysis; significant omissions; no or very little evidence of additional research or reading in the subject. Inadequate or inappropriate use of relevant terminology. Extensive plagiarism may be evident.

5.0 - 5.9 Acceptable - Moderate. Acceptable level of work; but written or oral work is mainly descriptive and factual, with heavy reliance on basic textbook(s). Shows only a limited ability to use and apply ideas and show any analytical skills. Has limited understanding of the depth and range of the subject. Student relies more on recall and description than on full comprehension. Shows some errors and omissions. Very little evidence of reading in the subject or of the practical application of theory. Sources and references are often unacknowledged.

6.0 - 7.9 Good. This is a wide range of grades for one single criterion, within which the performance of a relatively large number of candidates may fall. Therefore, judgements should be made on the extent to which some or all of these comments and evaluative criteria are met, so that discrimination is possible within this range of marks. Good level of work, overall. Generally, covers all aspects of the subject without any significant errors or omissions, with an above average level of understanding, analytical thought and application. Evidence of some extra reading and/or research beyond the basic course requirements or textbooks. Usually work is accurate - student uses and understands subject-specific and technical language, where appropriate. Capable of using evidence to make some appropriate evaluation and valid critical judgements.

8.0 - 8.9 Very Good. A high level of work evident. Demonstrates a high and independent level of analytical thought and successfully applies theory to practice. Shows evidence of extra reading in the subject. Subject-specific and technical language and skills is used appropriately. Considered evaluation is undertaken. Critical use and appreciation of relevant literature and reference materials, usually fully acknowledged.

9.0 - 10 Excellent. Outstanding level of work in all aspects of the course. Evidence of extensive reading and research. Capable of independent thought, flair and originality. Demonstrates and uses very high levels of analytical thought, evaluation and synthesis. Is consistently accurate in the use of relevant technical and subject-specific terminology and concepts. Full acknowledgements of all materials used.

La Salle BES calculates a grade point average (GPA). The GPA is used for admissions or degree progress requirements by academic and administrative departments. Undergraduate may get their GPA at the Registrar's Office.

How the General University GPA is Determined

Grade points are weighted by the credit value of the course. A '10' in a five credit-course has more value than a '10' in a one-credit course. When the GPA is computed, it multiplies the credit value of the course times the grade point valued of the grade received in that course.

For example:

Grade of (10) * 5 credits per course1 = 50 grade points
Grade of (5) * 3 credits per course2 = 15 grade points

The GPA is calculated as follows:

Sum of all (grade point values * credits)/Sum of credits for all courses graded = G.P.A over 10 system grade.
To compute over 4 system grade, the GPA is re-computed through the mathematic proportionality rule.

In case the GPA is 6 (10 system grade):

10 is equivalent to 4, as to 6 is equivalent to x. Therefore: $GPA = 6 * 4 / 10 = 2.4$

Example 1: you receive a 8 in course 1 (3 credits), a 5 in course2 (5 credits)

To derive the numerator, multiply the grade point value for each course by the credits that course and add the results of all courses. To derive the denominator, sum the units for all courses graded 10 through 5.

*Numerator = $(8 * 3) + (5 * 5) = 49$*

Denominator = $3 + 5 = 8$

GPA(10 system grade) = 6; GPA(4 system grade) = 2.4

Example 2: you receive a 8 in course 1 (3 credits), a 5 in course2 (5 credits), and a 7 in course3 (5 credits)

To derive the numerator, multiply the grade point value for each course by the credits that course and add the results of all courses. To derive the denominator, sum the units for all courses graded 10 through 5.

*Numerator = $(8 * 3) + (5 * 5) + (7 * 5) = 84$*

Denominator = $3 + 5 + 5 = 13$

GPA(10 system grade) = 6.46; GPA(4 system grade) = 2.58 almost 2.6

· TRANSCRIPT

One copy of the student's transcript will automatically be sent to his/her home institution free of charge. Students who wish to have additional copies sent to institutions should make their requests to the Registrar's Office and include 7 per copy for a non-official transcript and 20 an official transcript. In all cases, transcripts will be held until all outstanding obligations to La Salle BES (loans, library books, etc) have been completely settled.

GPA

Cum laude 3.5 – 3.74

Magna Cum laude 3.75 – 3.89

Suma Cum laude 3.9 – 4.0

· BEHAVIOR

If a student acts in such a manner as to bring discredit to La Salle BES (i.e. violates the laws of Spain), or conducts himself/herself in such a manner as to infringe upon the rights of other students, faculty, or staff, or through unacceptable behavior indicates that he/she has no interest any longer in pursuing studies at La Salle BES (i.e. excessive absences), he/she may be asked to leave the La Salle BES Programme.

· ACADEMIC CONDUCT

The La Salle BES Program takes very seriously any incident of academic cheating. Cheating is unfair to students who work honestly, and compromises both the learning and evaluation processes.

Academic cheating includes, but is not limited to, plagiarism (using previously published work without properly acknowledging the source, including that available on the internet); submitting work done in collusion with a student or someone else in a manner not authorized by the instructor; misconduct on an examination; submission of a paper written for a previous course, or submission of substantially the same paper in two or more La Salle BES Program courses without consent of the instructor(s) involved; or any other attempt to dishonestly pass off another's work as one's own or otherwise to create an unfair academic advantage.

The penalties for academic cheating may include failure on the assignment, failure in the course, and refusal of request for extension into a second semester.

TUITION AND MISCELLANEOUS FEES	AMOUNT	DEADLINE FALL	DEADLINE SPRING
APPLICATION FEE (REQUIRED WITH ALL APPLICATIONS FOR ADMISSION AND NON-REFUNDABLE)	€200	Submit together with the documentation required	Submit together with the documentation required
TUITION COMMITMENT DEPOSIT (REQUIRED FROM ALL STUDENTS. APPLIED TO TUITION)	€2000	August 15th	December 15th
REMAINING TUITION	€8000	September 15th	January 15th
MONTHLY PAYMENT PLAN *** (ONLINE REGISTRATION)		September 1st	January 1st
RE-ISSUED A NEW STUDENT CARD	€30		
HALF-WEEK ORIENTATION PROGRAM (REQUIRED TO ALL STUDENTS)	€180		
EUROS/CREDIT **	€167		
ENROLLMENT FEE	€22		
ISSUE A NON-OFFICIAL TRANSCRIPT	€0		
ISSUE AN OFFICIAL TRANSCRIPT FOR STUDENT	€10		
ISSUE AN OFFICIAL TRANSCRIPT FOR UNIVERSITY	€20		
MANDATORY INSURANCE	€1		
INTERNATIONAL MANDATORY INSURANCE	€250		

· ID CARD

Each student will be issued a La Salle BES Identification Card. Since this card is indispensable (it is needed to enter the school library, gym, etc.) you should carry it with you at all times.

Also, various student discount fares are available for commuting, long distance travels, admission to movie theaters, etc. If this card is lost or damaged, it must immediately be reported to the General Administration Office. A new card will be re-issued to you at a cost of €30.

· VISA AND STUDENT RESIDENCY

Once you have arrived in Spain, International Students are required to register with the Police. Appointments can be made by tel. 93 520 95 30, or email citaprevia@oue.barcelona.map.es, including your name and DNI or passport number. Application forms can be obtained from the Administration Office where more information about this issue can be obtained.

· LIBRARY

The opening hours are from 9am to 9:45pm, Monday to Friday.

Books can be borrowed from the Library for one week. Please, contact the library to extend the period at biblioteca@salleURL.edu (max period allowed is 5 weeks).

· TUITION AND MISCELLANEOUS FEES

All BES students assume financial responsibility for any charges and/or fees posted to his/her account. All BES students further assume the responsibility for understanding SMC's official policies concerning payment deadlines, registration deadlines, and satisfactory academic progress.

Lab fees, extra course charges, and other miscellaneous fees are billed as incurred during the academic year. All such charges are due and payable upon receipt of a statement from the Registrar's Office.

A student failing to make payment will be denied registration and will be unable to attend class or use campus facilities.

Participation in commencement exercises will not be allowed, nor will a diploma, transcripts of credit, or honorable dismissal be issued to former students with past-due balances. BES further reserves the right to recover all costs involved with collection due to nonpayment of the outstanding balance.

· FORM OF PAYMENT

The amount must be transferred to:

Destination Name: FUNITEC Bachelors BES La SALLE

Country Code: ES 37

IBAN (International Account Number): IBAN ES 37 0049 4750 1921 1601 7071 / BIC (SWIFT or ABA): BSCHEMXXX

Bank: BANCO SANTANDER CENTRAL HISPANO

Address: C/Mandri, 34 – 08022 Barcelona (Spain)

Phone: +34 932 127 035

Description: (**)

(**)In the Field Description:

Please indicate the COMPLETE STUDENT NAME, COUNTRY, BACHELOR, YEAR TO BE FOLLOWED, AND SEMESTER IS NEEDED.

The bank transfer receipt should be sent through fax to +34 93 290 24 43, e-mail to infobachelors@BESLaSalle.net or post to C/Sant Joan de La Salle, 42-08022 Barcelona, Spain with the applicant name and last name indicated on it.

Registration fees are accepted according to a strict chronological order of receipt of payment until that time when the number of available student slots is completed. If a student has paid the registration fee and decides before the start of the academic year not to attend, then he/she is entitled to a refund of 500 Euros. If an individual decided not to attend after the start of the academic year, he/she is not entitled to a refund. If you qualify for a refund, the request for refund must be completed before November 1, 2009. Request for refund received after this date will not be accepted.

Once the registration fee has been formalized, a Pre-Enrollment Form will be emailed to the candidate containing instructions and the amount due to be paid before the start of the Bachelor's academic year. (Amount pending due within 20 days of candidate receiving Pre-Enrollment Form). Any questions concerning the admission process, please consult the Department of Admissions (+34 932 902 419) - infobachelors@BESLaSalle.net)

The bank transfer receipt should be sent by fax to +34 93 290 24 16, e-mailed to infobachelors@beslasalle.net or posted to c/Lluçanès, 41, 08022 Barcelona, Spain with the applicant's name and last name indicated on it.

· STUDY ABROAD

International Exchange Programs
 27th November 2009

Why study abroad?

- It is the optimal way to learn a language
- Study abroad provides the opportunity to travel
- Study abroad allows to get to know other cultures first-hand
- It will help you to develop skills and give you experiences a classroom setting will never provide
- It affords you the opportunity to make friends around the world
- It helps you to learn about yourself
- It expands your worldview
- It gives you the opportunity to break out of your academic routine
- It enhances employment opportunities
- It can enhance the value of your degree

Who can apply?

The application will be opened to all students who:

- Are enrolled in 2nd semester of their 2nd year or are enrolled in the 3rd year
- Average grade were 2.8 or better in GPA scale (7 or more in decimal scale)

Opportunities

ERASMUS STUDIES

- European Program which aim to promote student mobility between European Universities
- The student granted can take subjects in the host Universtiy and these credits will be recognized at home University
- 31 participant countries: The 27 UE-members, 3 Economic European Area Countries (Iceland, Liechtenstein and Norway), and the candidate country (Turkey).
- The student has a little grant (around €200/month)
- The student pay normal tuition at home university and he does not have to pay the matriculation fees in the host university
- The student has to take a concrete number of ECTS points depending the length of his stay:
 - 60 ECTS whole year
 - 30 ECTS one semester

BILATERAL AGREEMENTS

- Specific agreements between BES La Salle and other universities around the world
- No money grants will be earned (the student can apply for other grants (government, private funds, etc.)
- Usually the student don't pay at the host institution but pays normal tuition at home university
- Before traveling, the student agrees with the Academic Coordinator the subjects to take abroad.
- Each agreement may have its own clauses.

· PROCEDURES TO FOLLOW

Information

- Attendance to the meeting at the beginning of year
- Well done you're step closer to the objective!!!
- If you have specific questions after the meeting, ask for a personal interview with the International Relations staff. rrii@salle.url.edu

Application

- Ask the International Office for the Application Form
- Provide with your Application the following:
 - Marks (with the average grade, GPA)
 - CV in English
 - Motivation letter in English (the language of the country you are expecting to move out)
 - Copy of ID Card, NIE or Passport
 - Account Number (only if you apply for ERASMUS)
 - Four (4) photograph's
 - Copy of Language Certificates (if apply)
 - Recommendation Letter of two (2) teachers (optional)
- INCOMPLETE APPLICATIONS WON'T BE ACCEPTED
- NO APPLICATIONS WILL BE ACCEPTED AFTER THE DEADLINE

Admission

- The admission will be made under two parameters:
 - Average Marks (75%)
 - Language Competences (25%)
- If no official English certification (TOEFL, FCE, CAE, etc) is provided with the application, the student will be asked to take a test in the language of the country he/she is planning to go
- If the official language from the host university is another than English and the student has an official certificate of competency in this language, he would gain until 25% more points
- Each student will be notified about the resolution of the admission

Exchange Procedures

- Once selected to have an Exchange period you will be advised about the following steps to complete
- Congratulations!! You are an exchange student
- Credit Recognitions and Covalidations
 - Each specialty has one Academic Advisor who will help you choosing your topics in host university
 - Provide a proposal of subjects to take and recognize is mandatory for the student selected
 - The recognitions must be agreed by both parts (student and AA)

Stay

Reentrance

· DEADLINES FOR SEMESTER ABROAD 2009-2010

- Final List of Places: During January
- Application: From 1st to 15th February
- Test: to be decided (between 15th and 28th February)

Admission Resolution: Before 17th April

Preliminary List of Places

- ERASMUS
 - Telecom and Management Sud Paris
 - La Salle Beauvais
- BILATERAL EXCHANGES
 - ITESM – Instituto Tecnológico Monterrey
 - De La Salle University Manila (Phillipines)
 - Saint Mary's College of California
 - Manhattan College
 - Christian Brother's University of Memphis

Very Important Note: Starting next semester because of Bologna and URL requirements, there won't be more covalidations but recognitions of credits, which means students will get a grade for the course that he/she had taken in another University. That means with those universities La Salle has an agreement or Erasmus students, students pays once at home University. For those students taking a semester abroad with a University which with La Salle does not have an agreement or is not in the Erasmus program, students pay at the University where they are going and for the recognition of credits, students will have to pay to the home institution La Salle as well.

****Repeating courses**

1st year repeating a course: $€167 * 1.25 = €212.5$ credit /course.

Ex.: If a marketing course is 6 credits, price/course = $6 * 212.5 = €1.275$

2nd year repeating a course: $€167 * 1.40 = €244.375$.

Ex.: If a marketing course is 6 credits, price/course = $6 * 244.375 = €1.466$

For 3rd year repeating a course and more it will be charged an additional 15%.

***** Monthly Payment Plan**

The Monthly Payment Plan has no additional costs per semester and allows you to register by paying your tuition and required fees in ten monthly installments each year, from September to June. Tuition commitment deposit is not included as a monthly payment plan. Tuition and other miscellaneous fees could vary from year to year.

· REFUNDS

Refunds are made within 30 days of request only once each term, request refund form can be obtained online. Refunds can only be requested if the period time is inferior to one year.

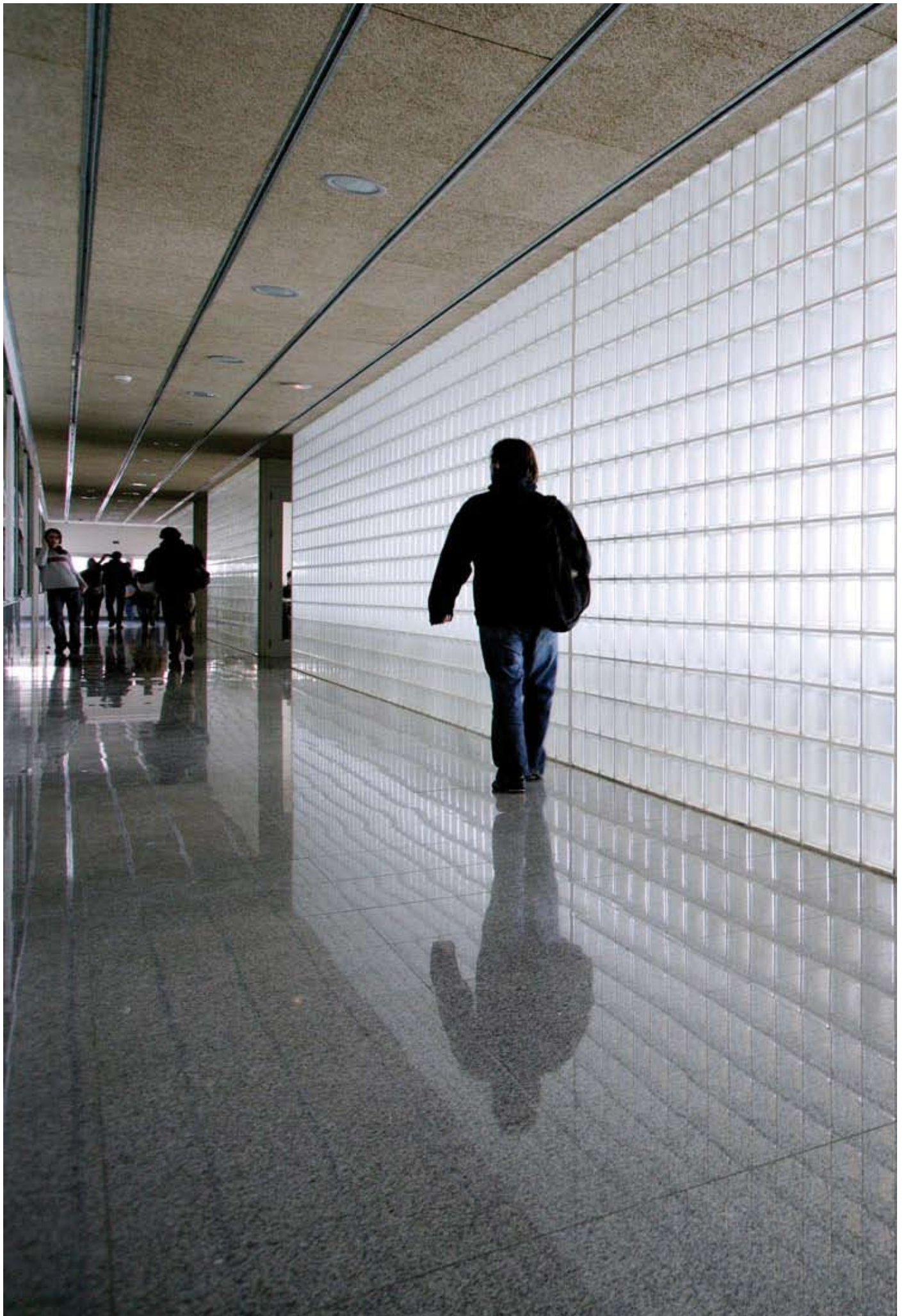
La Salle Business Bachelor Administration Office – Lluçanès Building

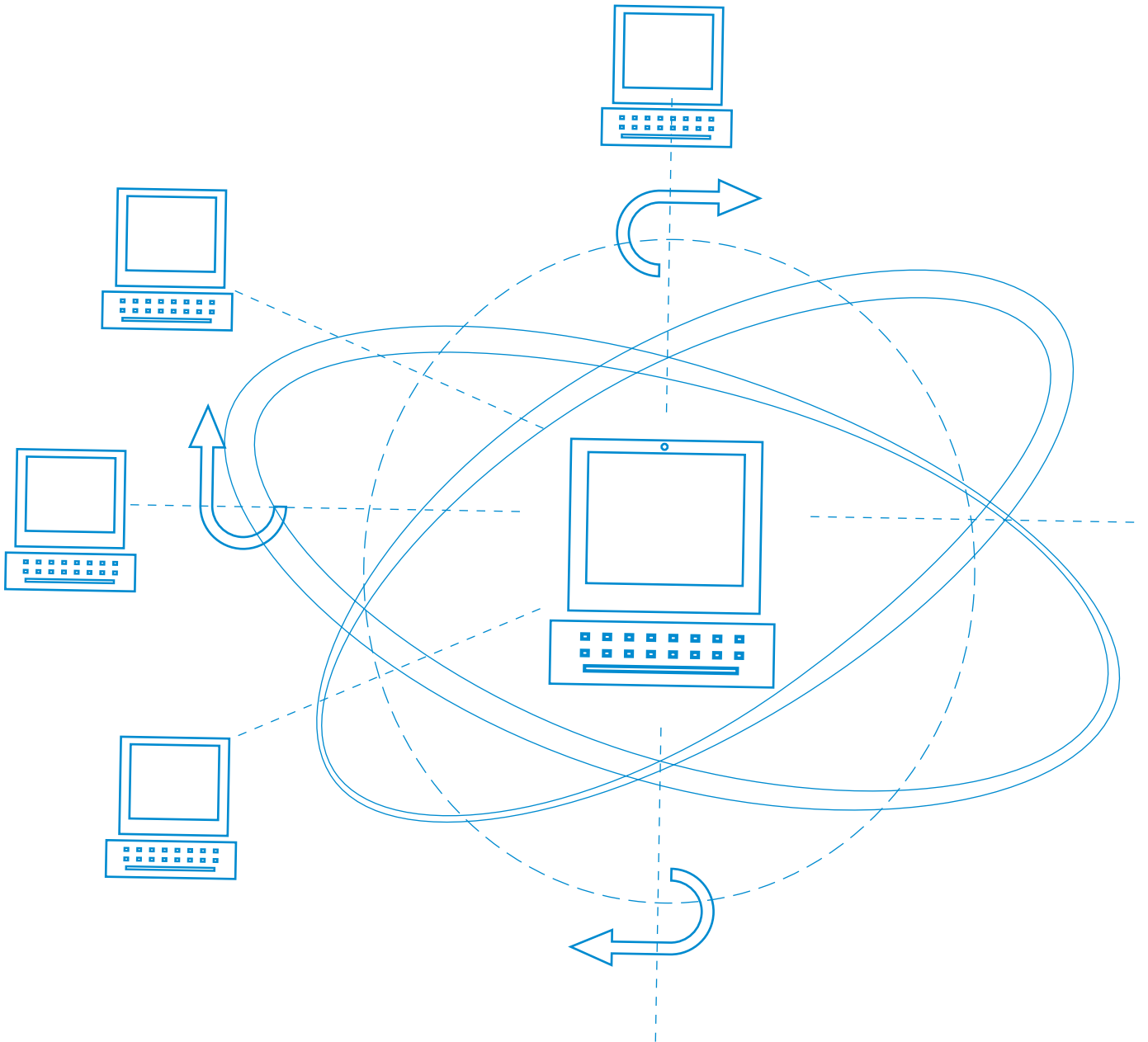
The opening hours of the Administration Office are from 8:30 am to 7:00 pm, Monday to Friday.

Contact details for the office: Lluçanès 41, 08022 Barcelona. Tel. 34 932 902 460. Infobachelors@beslasalle.net

La Salle Main Registrar's Office - Sant Jaume Building

The opening hours of the Registrar's Office are mornings from 11:00 to 14:00 and afternoons from 17:00 to 20:00. From Monday to Friday.





Course Descriptions

Below, you will find courses' whose description is subject to change before the academic year starts since it is updated according to the needs of the market. Once each subject takes place, professors will submit the syllabus with the specific methodology for that course. However, the methodology that La Salle BES is mainly focused is based on the following:

SUBJECT METHODOLOGY AND ASSESSMENT

The teaching method adopted in those courses will mainly consist of continuous assessment, theme-based lectures, group works, written cases analysis, extensive classroom discussions and exams. Students will also be expected to undertake projects that demonstrate the practical application of theoretical contents covered in lectures.

- A** Reading assignments: **IMPORTANT:** For each chapter assigned students must read the chapter and prepare the answers to the case/exercises question for class discussion. Students must also be prepared to answer questions at the end of each chapter.
- B** Class Attendance: Students are expected to attend each class period, be on time and stay the full class period or be counted absent. Students are responsible for all course material missed due to absence. The instructor does not provide class notes for classes missed.
- C** Group and Individual Projects: Students should select your own group with whom you will work for the class duration for a major project.

Continuous assessment based on student's participation in class discussions. Assessment will be multi-dimensional:

- A** Participation
- B** Final Report
- C** Exams
- D** Group Presentations
- E** Individual Projects

The Curricula. **Important Notice!** Courses are subject to change according to the market needs.

Programme

Academic Programme

ADE COURSES	YEAR 1		YEAR 2		ECTS
	S1	S2	S1	S2	
Principles of Marketing	●				4
Principles of Operations			●		4
Marketing Management			●		4
Marketing Simulations				●	4
Principles of Business Management FB	●				6
Accounting Principles I FB	●				6
Foreign Language I FB	●				6
IT Software for Business FB		●			6
Accounting Principles II FB		●			6
Mathematics for Bussines I FB		●			6
Foreign Language II FB		●			6
Principles of Finance			●		6
Cross/Cultural Management			●		6
MS Thought/Movements/Economic History FB				●	6
Business Communication Skills I	●				4
Human Resources				●	3
Microeconomics	●				4
Macroeconomics		●			4
Mathematics for Business II			●		3
Business Law I		●			2
Business Law II				●	4
Principles of Technological Project Management			●		3
Business Project Management				●	6
Creativity/Innovation Technological Organisations				●	3
Management IT and Information Systems I			●		4
Management IT and Information Systems II				●	4

ADE COURSES	YEAR 3		YEAR 4		ECTS
	S1	S2	S1	S2	
Management Technology Intense Organisations	●				5
International Bussines		●			5
Environment and Technology			●		5
Entrepreneurship and Venture Capital			●		3
Transfer of NewTech to Economy/Latest NewTech				●	4
New Technology Ventures				●	3
Strategy Management for ICT Ventures				●	3
Supply Chain Management	●				5
Financial Management	●				3
Integrated Marketing Communications	●				3
Channel Management	●				3
Corporate and International Finance	●				5
New Product and Service Development		●			4
Quality Management		●			5
Sales Management			●		4
Labor and Fiscal Law in a Global World	●				2
Budgeting Planning and Control	●				4
Methods of Decision Analysis		●			4
E-Business		●			5
Internet and Multimedia Technologies			●		4
Business Ethics		●			3
Business Communication Skills II			●		2
Leading Teams and Organisations				●	4
Efective		●	●	●	4/4/4
Final Thesis			●	●	4/12
Internship			●		4

Curricula

· MANAGEMENT

PRINCIPLES OF BUSINESS MANAGEMENT (6 ECTS)

A general survey and introduction to the functional areas of organization, accounting, production, personnel, marketing, and finance. Orientation to business fields, careers, and opportunities.

Management is a key aspect of human activity. In every culture people work together in groups for a variety of ends: to meet basic necessities, to enjoy higher level luxuries, and in general to create and develop goods and services that define what kind of life they lead. Management is the cluster of different tasks, roles and responsibilities that help people work together more effectively to achieve those ends.

The most important management priorities include: achieving things through people, delivering a satisfactory level of return on inputs, maximising the use of resources, understanding and operating within the constraints of the environment and coping with change and uncertainty. All managerial capability and expertise is driven by these priorities.

The purpose of this course is to introduce you to:

- key items of knowledge that managers need to be effective in their roles
- key principles of good management
- some of the central issues that affect management in practice
- the main elements of expertise that managers need to develop to be successful

INTERNATIONAL BUSINESS (5 ECTS)

This course provides a critical review of the concepts of business ethics, corporate social responsibility, and stakeholder management and enables students to analyse, evaluate, and formulate business decisions in the light of ethical and societal considerations. Particular emphasis will be put on current corporate practice and recent regulatory developments in order to provide the students with an up-to-date understanding of this fast-moving field.

The course is delivered through sessions consisting of lectures, group work, and video-clip based discussions. The focus will be on applying theory to real-life situations.

TRANSFER OF NEW TECHNOLOGIES INTO THE ECONOMY/LATEST NEW TECHNOLOGIES (4 ECTS)

The course aims to provide an introduction to information management together with an opportunity to develop relevant transferable skills. The course will consider how information can be managed in organizations and the technologies available to do this. The course will also provide an introduction to the information, communication and technology sector (ICTs) and consider the nature and type of the information resources and systems that the sector provides.

At the end of the course the student will:

- understand the scope of information management
- know how information resources and systems are used and exploited in organizations
- have an awareness of the ICT sector and the information resources and systems it provides
- understand how information resources and systems influence information management
- be able to work in a team and understand how to communicate effectively

NEW TECHNOLOGY VENTURES (3 ECTS)

This course builds and expands on the topics dealt with in MASTG010 New Technology Ventures, by putting the theories learnt into practice through the writing and presenting of a Business Feasibility Plan. Students will work in groups to develop their ideas into a professional plan for a start-up business; this includes a market research report, a marketing and operational plan, and a preliminary financial analysis of the opportunity.

This course is intended for anyone interested in building a life science company or working in the life sciences industry as a manager, consultant, analyst or investor. Moreover, the course will provide an analytical background to the industry for biological and biomedical scientists, engineers and physicians with an interest in understanding the commercial dynamics of the life sciences or the commercial potential of their research.

The course is structured around the life science industry value chain and highlights critical strategic dilemmas at each stage of the value chain, from early stage scientific ideas, through licensing, financing and valuation, to discovery, clinical trials, production and sales.

Through individual problem solving exercises, class based business cases analyses and a real life strategic consultancy project, students are familiarized with analytical tools for strategic decision making in the life science industry.

STRATEGY MANAGEMENT FOR ICT VENTURES (3 ECTS)

A capstone course which must be taken in the spring term of the senior year, it integrates the major functional operating areas of business firms viewed within the broader context of strategic management, i.e., the process of managerial decision-making and actions that determine the long-run performance of business organizations. The purpose of this course is to introduce fundamental concepts in strategic management for entrepreneurs designing and building businesses based on new information and communication technologies (ICT).

Specifically, the course will cover topics such as:

- strategy identification and evaluation
- analysis of industry and its competitive structure
- creating and sustaining competitive advantage
- managing networks

This course explores key strategic challenges that confront entrepreneurs who design and build businesses based on new information and communication technologies. The focus is on analytical tools and frameworks for developing technology and innovation strategy, which takes shape at the interface of what we know about market emergence, organizational capabilities, and the strategic management of new technologies. These tools and frameworks are useful for deciding which technologies to invest in and shaping firm strategy to effectively respond to the behaviour of competitors, customers, suppliers and complementors in these industries. The emphasis will be on applying these tools and frameworks to practical business situations through individual exercises, and class-based case analyses.

ENTREPRENEURSHIP AND VENTURE CAPITAL (3 ECTS)

This course emphasizes the importance that entrepreneurship & venture capital plays in modern business world. The main objective of the course will be the creation and development of managing new business ideas that maximize the return on the investment that has been undertaken. Upon completion of this course, the students will achieve an understanding and knowledge that underpins entrepreneurship and the important role it plays in the development of products and services that benefits and enhances the quality of all our lives.

- Demonstrate knowledge and understanding of the personal characteristics necessary in developing innovative business ideas.
- Justify a business idea within an appropriate operating structure.
- Identify the businesses needs on finance, human resources, marketing and operational resources.
- Create cash-flow forecasts and final accounts.
- Demonstrate your ability as a group to work as one unit.

· COMMUNICATION SKILLS AND FOREIGN LANGUAGES. SOFT SKILLS

BUSINESS COMMUNICATION SKILLS I (4 ECTS)

This course emphasizes the kinds of communication students can expect in complex organizations with multiple audiences. Grounded in competition, course material includes in-depth categorical editing, organizational strategies for informative and persuasive writing and speaking, construction and presentation of arguments, and use of executive summaries. Upper-level course treating major theories and concepts in interpersonal communication. Lecture, discussion, readings, and activities integrating concepts such as nonverbal communication, listening, intimate relationships, family relationships, interracial relationships, conflict, conflict management, forgiveness, negotiation, gender, perception and self-concept, technology's role in communication, as well as relationship development, maintenance, struggles, and termination. In this course, students study visual culture, learn to do visual analysis, and explore key ideas in visual communication including visual methodologies, such as compositional interpretation, semiotics, discourse analysis, and psychoanalytic analysis. Possible topics include exploration of the visual components of gay window advertising, video games, video camera technology, photography, film, television, news, the body, comics, theme parks, and museums. Other possibilities include discussing art, representations of race, and taking a walking visual tour of campus.

BUSINESS COMMUNICATION SKILLS II (2 ECTS)

This course is a study of and engagement with public dialogue. Students look at the process of public dialogue (in both local and national settings), and examine how advocacy-based organizations engage the community in a dialogic process. As students observe (and possibly participate in) public hearings, they'll consider such questions as: What was working? What didn't work? What kind of public space is this and how does this contribute to the kind of dialogue that takes place here? How is authority enacted? Who has a voice and who doesn't? What is it that creates polarized (divisive) outcomes and prevents people from reaching a decision? This course engages the power of communication as a transformative act. In the pursuit of social justice, communication can be a tool, a weapon and a witness on behalf of community service, social change and political struggle. The role of communication in relation to social justice is not just studied abstractly, but passionately practiced and embodied through real-world projects and first-hand experiences. This course involves a service-learning component. The development of techniques and strategies for formal rhetorical argument as applied to informal and formal group processes in contemporary businesses. Includes communication management within multicultural settings, discussion and analysis of organizational needs assessment, communication auditing, and decision-making.

FOREIGN LANGUAGE I (6ECTS) AND FOREIGN LANGUAGE II (6 ECTS)

Learning a language does not happen only in class. It is very important to use the target language in real life. This is why we strongly encourage you to speak Spanish in every situation. As a Spanish course policy, you are required to talk to all Spanish instructors in Spanish except for emergency situations. Your effort to use Spanish could be evaluated as a part of your class performance in Reading and Writing classes as well as Spoken Spanish classes.

Spanish Language Courses:

- Spoken Spanish courses (SSC): students are required to attend five periods of classroom work each week. Self-study outside classes is necessary. Students must participate in one of the projects led by the school in Spanish, projects about Catalan culture, Spanish culture, University Events and La Salle Magazine.
- Reading and Writing Spanish classes(R&W): Those students who take these courses are required to attend three periods of classroom work each week. Corresponding Spanish proficiency is required by the end of the course. DELE test.

CROSS / CULTURAL MANAGEMENT (6 ECTS)

This course is aimed at helping students understand the main cultural issues that must be taken into account when doing business in a multicultural setting. Special attention is given to ethical considerations. To this end, the course provides students with a basic understanding of some of the major cultural profiles, communication patterns, negotiation strategies and management styles in several countries and companies in various regions of the world, including North America, Europe, Asia and Latin America. The course also helps students join together the business practices and systems in their own countries with those of the regions covered in the course, attending to cultural differences as well as cultural similarities.

Given that the learning to work with people from other cultures is a requirement today with people from other cultures is a requirement today when doing business internationally, students are introduced to concepts, models, approaches and tools to communicate, negotiate and work effectively in multicultural teams. Students then apply these tools to case studies, exercises, role plays and to the term project case.

There will be a team term project consisting in a cultural analysis of a country in the regions discussed in class, in which the student's sponsoring company would hypothetically or actually do business.

The project will also include the design of an intercultural management strategy. The cultural analysis and strategy design must be done in the context of a specific business situation like outsourcing from another country, marketing your products in another country, forming a joint venture or strategic alliance with a company in another country, etc.

LEADING TEAMS AND ORGANISATIONS (4 ECTS)

The course aims to equip students with an understanding of the main issues in innovation management, an awareness of the key features of success, and an appreciation of the relevant skills needed to manage innovation.

The outcome of the module is to ensure that students achieve an understanding of the systemic and interactive nature of innovation management issues and relationship to the market place.

Students should be able to:

- Explore main theories and models of innovation
- Analyses and interpret different strategies for innovation and the management practices that flow from them.
- Use and apply tools for innovation management

HUMAN RESOURCES (3 ECTS)

The purpose of this half unit is to introduce the students to the nature and content of strategic and operational human resource (HR) management. The strategy, principles and practice of HR have developed piecemeal, like so much of management, both in response to events and environmental changes, and also in the wake of some pioneering initiatives.

Additionally, for many years, HR was perceived and in many cases actually regarded as being little more than personnel practice. This is in spite of the fact that there is a long history of attention to that most critical part of management practice – how to create the conditions in which staff give of their best, and how to create mechanisms for the resolution of disputes and conflicts when these arise.

The purpose of this course is to deal with the major economic, social, behavioural and environmental pressures, drives and restraints which face all those in managerial and leadership positions in the early twenty first century. This is in turn to inform the key managerial priorities of coping with change and uncertainty, developing and enhancing performance, and achieving things through the key resources of people and expertise. The course concentrates on the primary areas of: strategy, policy, direction and priorities, and resources usage; organisational, collective and individual behaviour and culture; and leadership.

Each is explored in detail, so as to give a sound and informed base in these areas, and to provide the ability to acquire, understand and be able to apply the lines of thinking, reasoning, analysis and understanding to a wide range of organisation, management and operational situations and problems. The course is additionally supported through the extensive use of video illustrations, case studies and examples, and guest speakers and presenters.

BUSINESS ETHICS (3 ECTS)

Business ethics do not deal with what is legal, but to the application of moral standards to business decisions. The majority of moral standards relate to personal behavior, which is not necessarily legislated and varies according to cultural differences.

We are taught that the primary purpose of a business is to earn a profit, however, the path towards achievement this goal can, in many instances; create dilemmas about justice, equity and honesty. In this course we will study business ethical dilemmas within an intercultural framework. We will address the issue of ethics from different points of view: society, environment, individual and corporative.

By the end of this course students should be able:

- Students will be able to identify and state issues concerning business ethics.
- Students will be able to summarize basic ethical theories and apply them to business issues.
- Student will be able to discuss the concept of Corporate Social Responsibility and the concept of stakeholders.
- Student will be able to describe different ways of managing business ethics.
- Student will be able recall case studies on issues related to business ethics around the world.

· ECONOMICS AND FINANCE

MATHEMATICS FOR BUSINESS (6 ECTS)

The topics include problem solving, the historical development of major mathematical concepts, sets and functions, rational and irrational numbers and their operations, and number theory. Topics selected from linear equations and matrices, linear programming, Markov chains, game theory, and graphs. The emphasis is on applications to life, management, and social sciences. Differential and integral calculus of functions of one variable, mathematical reasoning, infinite series, and introductions to differential equations and differential calculus in several variables.

MATHEMATICS FOR BUSINESS II (3 ECTS)

Introduction to Statistical Methods: Techniques for organizing data, computing, and interpreting measures of central tendency, variability, and association. Estimation, confidence intervals, test of hypotheses, t-tests, correlation, and regression. Possible topics: analysis of variance and chi-square tests, computer statistical packages.

Labs: Mathematics of Sports. The use of mathematics, statistics, and probability in the analysis of sports performance, sports records, and strategy. Topics include mathematical analysis of the physics of sports and the determinations of optimal strategies. New diagnostic statistics and strategies for each sport. Application of these principles to media such as computer graphics and the Internet.

Labs: Statistical Methods in Finance. Regression analysis and applications to pricing and investment models. Statistical methods for portfolio management. Application of these principles to media such as computer graphics and the Internet.

MICROECONOMICS (4 ECTS)

Introduction to the concepts and tools of micro-economic analysis. Micro-economics is concerned with individual economic units including representative consumers, firms, and markets. Topics include resource allocation, income distribution, and price, wage, and quantity determination in competitive and noncompetitive markets. Micro-economic analysis, based in mode is of the rational decision-making behavior, is applied to selected current economic issues.

MACROECONOMICS (4 ECTS)

Introduction to the concepts and tools of macro-economic analysis. Macro-economics is concerned with the relationship between major economic aggregates including firms, households, and government. Topics include the determination of the level of aggregate economic activity, inflation, and unemployment, as well as government's ability to achieve a full employment, non-inflationary Gross Domestic Product using fiscal and monetary policy. Macro-economics is applied to current economic issues including economic growth, business cycles, the government budget, and the policies of the Federal Reserve.

ACCOUNTING PRINCIPLES I (6 ECTS)

Introduces students to the basic structure of financial accounting. Topics include the accounting model, the adjustment process, accounting for elements of the income statement and balance sheet, statement of cash flows, and interpretations of financial statements. The course presents both a preparer's as well as a user's perspective. The course is taught in a computer classroom using a general ledger accounting program.

ACCOUNTING PRINCIPLES II (6 ECTS)

Focus is on understanding costs and cost behavior and the use of cost information for planning, evaluation, and control decisions. Students learn how a business manager uses management accounting information to solve problems and manage activities within an organization. The course is taught in a computer classroom, using the spreadsheet program Excel.

PRINCIPLES OF FINANCE (6 ECTS)

A study of the organization and financial administration of business enterprise. The course includes such topics as financial analysis, value and value theory, risk analysis, investment decisions, corporate finance and theory, working capital management and related topics.

FINANCIAL MANAGEMENT (3 ECTS)

This course is designed to survey the field of finance and provide the foundation for more advanced finance coursework. Topics include sources of business and financial information, financial statement analysis, the time value of money, the nature and measurement of risk, financial institutions, investments and corporate finance.

BUDGETING PLANNING AND CONTROL (4 ECTS)

Understanding and applying technical and analytical concepts, as well as cost accumulation methods that enable the student to generate information to determine unit and total costs of goods and/or services, to detect areas of opportunity for cost reduction. Studies the main principles of information-flow statements and reports of a costing system through orders and processes, by developing the production and sale cost. Understanding cost by assigning procedures for co-products and sub-products. Knowledge of basic concepts and procedures of the standard cost accounting as well as the analysis of variations in the three elements of cost, explaining its causes and responsible factors. Analyzes the different alternatives of manufacturing expense assignment, including costing for activities.

CORPORATE AND INTERNATIONAL FINANCE (5 ECTS)

Every business needs at some level to measure its own performance. This course covers the tools used to measure performance, the context in which performance is measured and the way that performance measurement impacts on management decisions. It also covers some of the pitfalls involved in measuring business performance, and some of the unhelpful results of not choosing performance indicators appropriate to the function of the measure.

Performance measures are of one of two kinds: financial or non financial. Financial performance measures are expressed in money units or ratios that combine two financial measures. They are often derived from company accounting figures, whether from management or financial accounts.

Non financial performance measures are derived from non monetary factors. Examples might included "number of failures per thousand" or "percentage of customers returning".

Bear in mind that one of the key points to remember is that business understands numbers. Even non-financial performance indicators are quantitative to some degree. It is one of the management challenges inherent in the process of setting indicators to turn key indicators into numbers that can be easily understood.

· LEGAL

BUSINESS LAW I (2 ECTS)

Introduces students to the history, philosophies, and structure of the U.S., European and Asian legal system, then focuses on the central elements of that system to which they are likely to be exposed during their business careers. Provides them with an understanding of contract principles, business torts, white-collar crime, business organization structures, and other related topics.

BUSINESS LAW II (4 ECTS)

This course offers an analysis of how business managers can effectively operate their businesses in an environment of ever-increasing involvement of the legal system in business affairs. Discusses the origins of the various statutory and regulatory schemes and how they relate to public policy, covering such areas as securities regulation, insider trading, intellectual property rights, anti-trust legislation, fair competition practices, environmental protection, trade unions, employment regulations, product safety and consumer protection.

LABOR AND FISCAL LAW IN A GLOBAL WORLD (2 ECTS)

To study the application of legal considerations to the activities of organisations. The course will be structured around an analysis of how the activities in Porter's Value Chain are affected by legal considerations.

The objectives are:

- To study the legal framework in which an organisation operates
- To discuss and evaluate how this legal framework affects managerial decisions
- To develop an appreciation of when a manager needs to seek legal advice
- To recognise potential legal liabilities
- To familiarise students with basic principles of contract, employment law, etc.

· TECHNOLOGY

IT SOFTWARE FOR BUSINESS (6 ECTS)

INTERNET AND MULTIMEDIA TECHNOLOGIES (4 ECTS)

Employers in business, entertainment, and education seek employees to help them meet the demands for web-based interactive technologies. This paper describes a thirty-credit, community college certificate program in Internet and Multimedia Technology (I/MMT), and plans to expand it to an associate's degree program. Detailed descriptions of two courses, Multimedia Authoring I and Internet Programming, central to the program are provided. The program immerses students in a technology-rich environment for their general education courses, and provides internships with local multimedia and web firms.

MANAGING IT AND INFORMATION SYSTEMS I (4 ECTS)

This course considers the management, evaluation and exploitation of information knowledge and information technology as a crucial corporate and managerial task and expertise, and why efficient and effective control of these functions is vital to the success of every organisation.

At the end of the course the student will understand the following:

- the context in which information management takes place and in which information systems and technology are commissioned and implemented
- the fundamental roles that information and knowledge management are required to play within the organisation
- the nature of strategic decision making and how strategic decisions about IT and information systems integrate with organisational strategy and choices overall
- the value and liability involved in choosing particular approaches to the commissioning, implementation, development and management of IT and information systems;
- the nature of investment decisions that have to be taken in relation to IT and information systems, and the basis on which these decisions are made effective or otherwise
- the capabilities required in exploiting and maximising the strategic and operational contribution that IT and information systems are expected to provide.

Students will have learnt about the processes and techniques of managing the information, knowledge and IT functions and the importance of managing customer and client needs (internal and external) when designing information architecture. Students will also be aware of the importance of aligning IT and information and knowledge resources with corporate strategy and operational priorities; and the need also to evaluate investment in IT, knowledge and information.

Examines the communication, information, and networking technologies used by companies with a focus on accounting and financial systems. In addition, contemporary information technology issues such as file processing; data-management concepts; LAN technology; and system design, implementation, operation and control are discussed. Students are exposed to spreadsheet programs, database and accounting package software using cases and examples.

MANAGING IT AND INFORMATION SYSTEMS II (4 ECTS)

An overview of business applications of information technology. How networked computers, data, technical specialists, and managers combine to form an information system. The role of information systems in marketing, finance, production, and other areas. Ways to create and use information systems.

Examines the communication, information, and networking technologies used by companies with a focus on accounting and financial systems. In addition, contemporary information technology issues such as file processing; data-management concepts; LAN technology; and system design, implementation, operation and control are discussed. Students are exposed to spreadsheet programs, database and accounting package software using cases and examples.

CREATIVITY AND INNOVATION IN TECHNOLOGICAL ORGANISATIONS (3 ECTS)

The purpose of this course is to introduce the role of creativity in innovative organisations and to discuss how to facilitate the creative process in individuals and teams for organisational growth and success. The course has two broad objectives. The first is to explore where ideas come from in organisations what factors influence and can enhance the creative processes of individuals and teams, and how to gain approval for ideas by understanding the technical, quantitative, strategic, and human aspects of decision-making. The second objective is to learn how to create and manage innovative organisations that are able to foster, recognize, and select the creative ideas generated by their members.

MANAGEMENT TECHNOLOGY INTENSE ORGANISATIONS (5 ECTS)

This course is built on a behavioural perspective to managing and leading technologyintensive organisations. The course examines issues concerning the capabilities that firms must develop to cope with working in a high technology industry. These capabilities include: the ability to manage knowledge flows within the organisation and across organisational boundaries, fast and adaptive processes for decision making, managing the transition from technologist to manager, understanding the interface between technology and the organisation, and understanding the societal diffusion of technological innovations.

E-BUSINESS (5 ECTS)

To introduce the aspects of e-Business that present new opportunities for business development
 To exemplify e-Business through illustrative case studies

At the end of the course student will be able to:

- Explain the characteristics of e-Business that enable companies to prosper
- Demonstrate why some companies have failed to develop e-Business

ENVIRONMENT AND TECHNOLOGY (5 ECTS)

The world's environment is continually changing and since the Industrial Revolution, man has caused the rate of environmental change to increase rapidly. Environmental awareness is about aiming to keep nature and the natural world in balance. We are all part of the same world and we need to look after it, not just for ourselves, but for future generations. This means controlling our day to day activities so that we can conserve the earth's natural resources and avoid pollution, protect our wildlife and their habitat from unnecessary damage and destruction, protect the air we breathe, the water we drink and the soil in which we grow our food. The damage we are doing to the environment is all around us. For example, the greenhouse gases; carbon dioxide from burning fossil fuels and car exhausts, and methane gases generated from mountains of rubbish, are adding to global warming. This warming could lead to the melting of ice caps and rising sea levels. This would bring disaster to low-lying countries such as Bangladesh and small island countries in the Pacific Ocean.

The course can provide individuals with the understanding of the principles of environmental control, encouraging and allowing an exploration of the inter-relationships of the environment within all industry types.

- Understand environmental concepts
- Be aware of the terminology of environmental
- Aware of the disciplines, systems and techniques associated environmental management
- Have an appreciation of stakeholder (customers, clients, markets, etc.) needs
- Apply environmental management methods to all activities in the business or organisation
- Understand the implementation, be able to review, evaluate and maintenance an Environmental Management System based on ISO 14001 Increased awareness of sustainable development gives environmentally credible companies a competitive edge in national and international markets. A certified Environmental Management System proves that your business is taking active steps to fulfil your responsibilities.

Environmental regulations are getting stricter, and so is the law enforcement. Customers and shareholders increasingly demand that businesses diminish the environmental impact from their business, demonstrate what they do, and how they improve. An Environmental Management System helps your organisation to be in control of and successfully manage the most significant environmental aspects, e.g. emissions, waste-handling, utilise natural resources, and energy-efficiency. On this Environmental Management foundation training course you understand the what and why of an Environmental Management System - what it is and why your business will benefit from implementing one..

- Be aware of the aims and objectives of ISO 14001
- Understand the ISO 14001 environment system content.
- Interpret for application purposes and internally audit against the ISO 14001 environment system standard.
- Use Audit environment system standard check lists.
- Coherently answer questions regarding the ISO 14001 standard
- Be QM&T validated and certificated ISO 14001 auditor.

· PROJECT MANAGEMENT

PRINCIPLES OF TECHNOLOGICAL PROJECT MANAGEMENT (3 ECTS) AND BUSINESS PROJECT MANAGEMENT (6 ECTS)

Project management is used in both public and private sector organisations to bring about change and manage innovation. Examples of projects include contractual work (e.g. construction, consultancy), the installation of new IT systems, introducing new internal procedures and processes, organising an office move, launching a new product or an advertising campaign, bidding for a major customer contract.

You will invariably be involved in projects in your future careers, and you will need to know how to use the tools and techniques of project administration and also understand the environment in which your project is being undertaken - the organisation(s) involved, your customers, politics, power, people and how to get the best from them. Our course aims to introduce you to the range of issues that affect projects, the tools and techniques needed to manage them, and to help you develop the skills, knowledge, attributes and behaviours that the project manager needs.

- To define the concept of the project in relation to industrial and commercial organisations.
- To introduce the needs, tools and the success/failure indicators for managing projects.
- To exemplify project management by illustrative case studies and practical exercises.
- To assist students in developing the skills, knowledge, attributes and behaviours of a project manager.

At the end of this course, students will be able to:

- Define a project, its characteristics and the role of the project manager.
- Identify the causes of project failure and suggest ways in which these can be overcome.
- Demonstrate a divergent approach to problem-solving, through the analysis and presentation of views on project problems/ situations.
- Explain the application of the theoretical frameworks within a project environment.
- Produce a project plan.
- Identify their own motivations, strengths and weaknesses as members of a project team.

The Association for Project Management (APM) has accredited the UCL Department of Management Science and Innovation as a provider of courses in Project Management. This course has been accredited (to Level 2 against the Body of Knowledge) by the APM.

The benefits to students are:

- Professional recognition of the course as a good grounding in Project Management subjects suitable for projects in any industry.
- Students can cite on CVs that the professional association (APM) has accredited the Project Management course attended.

With the globalisation of our enterprises and the penetration of technology into virtually every business activity, projects have become more challenging and demanding regarding time, cost and performance. Increasingly complex products, processes and services, vastly shortened time-to-market windows, and the need for cross functional expertise make project management an important and powerful tool. Professionals managing these projects must understand the concepts, methods, techniques and tools that support modern project management, which will be introduced in this course.

Also, the participants will get hands-on experience with state-of-the-art software tools for project and project portfolio management.

NEW PRODUCT AND SERVICE DEVELOPMENT (4 ECTS)

In business and engineering, new product development (NPD) is the term used to describe the complete process of bringing a new product or service to market. There are two parallel paths involved in the NPD process: one involves the idea generation, product design, and detail engineering; the other involves market research and marketing analysis. Companies typically see new product development as the first stage in generating and commercializing new products within the overall strategic process of product life cycle management used to maintain or grow their market share.

This course is considered an operationally focused course, as it aims to develop the interdisciplinary skills required for successful product development in today's competitive marketplace. Students join forces on small product development teams to step through the new product development process in detail, learning about the available tools and techniques to execute each process step along the way.

Each student brings his or her own disciplinary perspective to the team effort, and must learn to synthesize that perspective with those of the other students in the group to develop a sound, marketable product. Students can expect to depart the semester understanding new product development processes as well as useful tools, techniques and organizational structures that support new product development practice. Although the course focuses on the application of these principles to new product development, they are more broadly applicable to innovation in general - of products, services, organizations, business strategies and governmental policies.

METHODS OF DECISION ANALYSIS (4 ECTS)

Important decisions cannot be left to intuition alone. We need to communicate the structure of our reasoning, defend it to adversarial challenges and make presentations that show we have done a thorough analysis. We also need to make sense out of various sources of data, organise the inputs of experts and colleagues, and use state-of-the-art tools to provide analytical support to our reasoning. To equip you to be more effective in these tasks is the objective of this course.

The emphasis is not on the quantitative aspects, but on the qualitative insights that come from using models to aid managerial thinking and decision making. You will be equipped with specific

skills in the areas of data analysis, structuring decisions, building decision models, risk assessment, and decision making under uncertainty, recognising areas where business analysis can add value, selecting appropriate types of analyses and applying them in a small-scale, quickturnaround fashion. The course is multi-disciplinary in nature and links to a number of functional areas, including finance, operations management, marketing and accounting.

This is a practical course, which uses state-of-the-art decision support software to illustrate how to apply the methodologies introduced. If you are not yet familiar with Excel, it would be a good idea to brush up your Excel skills before the course.

· OPERATIONS

PRINCIPLES OF OPERATIONS (4 ECTS)

General and practical methodologies of design, operation and control of production systems. Topics include forecasting, product and service design, process selection and capacity planning, location planning, facilities layout, and inventory management. Relevant quantitative techniques are covered.

The student will be expected to achieve the following objectives:

- Describe service and production systems: inputs, conversion systems and outputs.
- Discuss the role of operations management in a variety of organizations and the relationships among operations and other functional areas in the organization.
- Identify some of the operations management tools and concepts as they are applied to a variety of situations.
- Use EXCEL software to arrange and display data and perform quantitative analyses relating to operations management.
- Use a variety of quantitative techniques in solution of operations problems: including producing and interpreting quality control charts, calculating forecasts, performing cost-volume analysis, solving project networks using Critical Path Method, and calculating optimal order quantities using Economic Order Quantity models.

SUPPLY CHAIN MANAGEMENT (5 ECTS)

Definition of a supply chain; coordination difficulties; pitfalls and opportunities in supply chain management; inventory-service tradeoffs; performance measurement and incentives. Global supply chain management; mass customization; supplier management. Design and redesign of products and processes for supply chain management; tools for analysis; industrial applications; current industry initiatives.

· MARKETING

PRINCIPLES OF MARKETING (4 ECTS)

This course will provide a solid foundation about the basic marketing process of companies: creating and capturing value from customers.

MARKETING MANAGEMENT (4 ECTS)

This course will focus on the development, design and implementation of marketing programs and processes of managing the market orientation of the company. Topics will include relationship marketing and performance measurement orientations.

MARKETING SIMULATIONS (4 ECTS)

This course will allow students to develop and execute a complete marketing strategy. Throughout this computer-based business game, students receive information on customer needs as well as a feedback on customer satisfaction with brands, prices and advertising. They discover how their actions reflect in both brand profitability and firm profitability. Simulation participants learn to study competitive tactics and adjust their marketing strategy to stay ahead of the competition.

INTEGRATED MARKETING COMMUNICATIONS (3 ECTS)

Integrated Marketing Communications is a term used to describe a holistic approach to marketing. It aims to ensure consistency of message and the complementary use of media.

The concept includes online and offline marketing channels. Online marketing channels include any e-marketing campaigns or programs, from search engine optimization (SEO), pay-per-click, affiliate, email, banner to latest web related channels for webinar, blog, RSS, podcast, and Internet TV. Offline marketing channels are traditional print (newspaper, magazine), mail order, public relations, industry relations, billboard, radio, and television. A company develops its integrated marketing communication programme using all the elements of the marketing mix (price, place, product, and promotion).

Several shifts in the advertising and media industry have caused IMC to develop into a primary strategy for marketers:

- From media advertising to multiple forms of communication.
- From mass media to more specialized (niche) media, which are centered around specific target audiences.
- From a manufacturer-dominated market to a retailer-dominated, consumer-controlled market.
- From general-focus advertising and marketing to data-based marketing.
- From low agency accountability to greater agency accountability, particularly in advertising.
- From traditional compensation to performance-based compensation (increased sales or benefits to the company).
- From limited Internet access to 24/7 Internet availability and access to goods and services.

CHANNEL MANAGEMENT (3 ECTS)

Also called IT Channel Management, Distribution Channel Management, Channel Sales Management, and Sales Channel Management

The development of policies and procedures to gain and maintain the cooperation of various institutions within the sell-side distribution channel. The organization of the ways in which companies reach and satisfy their customers. Channel management involves more than just distribution, and has been described as management of how and where a product is used and of how the customer and the product interact. Channel management covers processes for identifying key customers, communicating with them, and continuing to create value after the first contact.

A marketing channel consists of individuals, systems, and tools involved in the process of supplying a product or service to its end consumers in the market. Effective channel management stresses on the reduction of number of channel transactions. The paper examines the relevance and importance of marketing channels and discusses...

A distribution channel consists of individuals, systems, and tools responsible for taking the product from the production stage to the consumption stage. A large number of intermediaries function at different points in a distribution channel. Operationalization of the channel involves transaction between the aforesaid intermediaries. The paper examines the dynamics...

SALES MANAGEMENT (4 ECTS)

Sales is probably one of the least appreciated subjects in business education. This is partly caused by the fact that sales is not linked to a unique science or discipline (Finance or Economics) but alternatively draws from such disciplines to become an important and practical business tool.

The purpose of this course is to share the underlying principles of sales, and to present the most important aspects of effective Sales Management or Sales Direction.

This course will provide a broad perspective, and a deep understanding of the selling process and its management. To achieve this, it will focus in a variety of industries and most importantly in the relevant empirical situations and solid concepts that support important business decisions.

By the end of the course the student should be acquainted with:

- The definition, design and establishment of a sales strategy that is coherent with the short and long term goals of the company and its relationship with its customers.
- Customer purchasing processes, Consumer behavior and the sales person role
- The analysis of sales results and its transformation to good business decision making.
- The basic principles of a successful negotiation and conflict management.
- The role of the Sales Department, its relationships with the organization (Marketing, Finance, Accounting, Operations)
- Sales Channels, Distribution, Agents, Customers
- The Sales organization structure (team incentives, management)

Accreditations and memberships

LA SALLE

IACBE and AEEDE accredited
 PMI accredited program in Project Management
 · 3rd European School accredited
 · 1st in Spain
 AACSB, EFMD, CLADEA membership
 IALU founder member

RAMON LLULL UNIVERSITY

ECTS accredited
 EUA - European University Association
 · 2nd Spanish University to be accredited on the Institutional Evaluation Program

Accredited by



Founding member



Registered member



degrees, engineering and masters

ICT engineering

ELECTRONICS

Graduate in Telecommunications Engineering*
Higher Engineering in Electronic Systems
Master of Science in Electronics and Automatics

SOUND AND IMAGE

Graduate in Audiovisuals Engineering*
Higher Engineering in Telecommunications
Master of Science in Networks and Telecommunication

COMPUTER SCIENCE

Graduate in Computer Engineering
Higher Engineering in Information Technology
Master of Science in Computer Engineering and Management

MULTIMEDIA

Graduate in Multimedia Engineering
Master in Creation, Design and Multimedia Engineering

TELECOMMUNICATIONS

Graduate in Telecommunication Systems Engineering*
Higher Engineering in Telecommunications
Master of Science in Telecommunication Networks

TELEMATICS

Graduate in Telematics Engineering*
Higher Engineering in Telecommunications
Master of Science in Networks and Telecommunications

Taught in **Catalan** or **Spanish**.

technology and management

Graduate in Engineering in the Management of Information and Communication Technologies*

Master of Science and Management of Information Technology and Communication

Taught in **Catalan** or **Spanish**. Some subjects are taught in **English**.

common qualifications in all areas of engineering, technology and business management

Master of Research in Information Technology and Communication and Management*

Doctorate in information and Communication Technologies Management

business management

Graduate in Management of Business and Technology

Master in International Business Administration and Technology Innovation Management (MBA)

Taught in **English** or **Spanish**.

architecture

Graduate in Building Engineering
Degree in Architecture

Master of Science in Construction Management
Master in Integrated Architectural Project
Doctorate in Architecture

Taught in **Catalan** at **Barcelona** and **Tarragona Campus**

*This degree, to be presented in the Catalan Interuniversity Council, for approval and inclusion in the 2009-2010 university programme, is currently following the process for verification according to Royal Decree 1393/2007 of 29th October 2007 (for an adaptation to the European Space of Higher Education).
These programs allow entering doctorate programs meeting the requirements for admission

professional masters

management

E-MBA International Executive MBA
MBA PT MBA International Part Time
MBA FT MBA International Full Time
MPM Master in Project Management
MIB Master in International Business
MMI Master in Marketing & Innovation

MGTI Master in Information Technology Management
MSM Master in Service Management
MSG-SAP Master in Management Software in SAP Business
MABAP Master in SAP ABAP Workbench
MSCMT Master in Supply Chain Management and Technology

technology

MMC Master in Construction Management
MAAM Master in Architectural Acoustic and Environment

MASEE Master in Sustainability Architecture and Energetic Efficiency
MGIC Master in Integral Construction Management

multimedia

MCDM Master in Creation, Design and Multimedia Engineering

on line

Master in Learning Science
Master in e-Business

Master in Technology in Business
Master in Project Management
Master in International Business Management



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In September of 2007, Ramon Llull University received a favourable report from the European University Association (EUA) on the Institutional Evaluation Program that is based on an overall evaluation of the University, led by university experts of recognised international prestige. It must be noted that the RLU is the first private Spanish university to obtain this type of recognition.